



THE SEEING EYE



Annual Report

for the year ended September 30, 1956

THE SUBJECT MATTER of the photograph on the cover is particularly pointed: General Washington, who made his headquarters in Morristown on two occasions during the War of Independence, is, of course, synonymous with freedom. The students near his statue also came to Morristown to establish their own temporary headquarters in their quest of freedom.

A message from the president

Dear Friends of The Seeing Eye:

In introducing this annual review of our activities, I want first of all to say a heartfelt "thank you" on behalf of the Board of Trustees, our staff, our students, and our graduates. Your generous support in the past year — moral as well as financial — has been indispensable; without it, our job of providing a means of freedom to blind men and women would be impossible.

Anyone, sighted or blind, who possesses the necessary qualities may achieve a certain inner freedom. Physical freedom, however, is another thing. For the blind person, who can see only with the mind's eye, the phrase itself has an empty sound. His mobility is definitely restricted. He must depend on others to get from place to place; he cannot do it himself with confidence. By putting an intelligent and highly trained dog guide into his hands, The Seeing Eye helps to build that confidence and lift his morale. It gives him a key to independence.

The theme of independence is fundamental to the Seeing Eye philosophy and it can be no more aptly symbolized than by the photograph on the cover of this report. The picture in fact has a double significance. It illuminates the idea of both national and individual independence, freedom of spirit and of mobility. At the same time it typifies the national character of The Seeing Eye, the capacity of the school to meet a national need, just as Washington and Morristown met the nation's needs in 1777 and 1779.

The Seeing Eye is America's first and largest dog guide school. You as contributors have helped to keep it also in the front ranks of all agencies serving blind people.

Sincerely,



HENRY A. COLGATE
President

FREEDOM IS THEIRS



Range of occupations included salesmen —



and Dictaphone typists.

Last year's graduates

One hundred and forty-eight blind men and women came to The Seeing Eye last year for training. Of these, 70 were newcomers to the school and 78 were graduates who were returning for the second, third or fourth time to replace dogs that had died or grown too old to give good service to their masters.

In range of occupation, the students represented the same broad cross-section as those of previous years. Among them were office workers, executives, salesmen, stand operators, farmers, piano tuners, photographers' helpers, industrial workers, students, teachers and housewives. There were five lawyers, a state senator, two journalists, a judge, two ministers, three musicians, a county clerk, four insurance men, a janitor, two social workers, a watch-maker, a trucker's helper, and an osteopath. Three of the students were employed in handicrafts, one in a home workshop, and 11 in workshops for blind people. Three had independent incomes, four were retired, and five conducted their own businesses.

Geographically too, they showed a varied background. Their homes were scattered among 35 states, including such distant ones as Texas, California, Wisconsin, Colorado, and the state of Washington. Three students came from Canada — the Good Neighbor policy in action. Of those served last year, 30% came from places more than 1,000 miles from Morristown; more than 55% came from outside the New York-New Jersey-Pennsylvania area. To avoid penalizing those who come from a distance, The Seeing Eye pays travel costs over \$50 round-trip via air coach.

Since 1929, when the school was founded, more than 2,300 men and women in all have completed training courses and more than 1,200 now are working with their dogs, leading full useful lives, in 46 states, in Canada, Puerto Rico and Hawaii.

As for their personalities, general outlook, likes and dislikes, temperaments and other traits, the students were, as you might expect, quite as individualistic as people in the community at large. The Seeing Eye is keenly aware of this, and naturally considers them as individuals, each with distinct backgrounds, interests and ambitions; it treats each with abiding respect, also, for his personal dignity and privacy.

Basic qualifications

Eligibility for training at The Seeing Eye, though simple in itself, is limited, for the school long ago learned that only a relatively small percentage of blind people want dog guides or can successfully use them. In consequence, a few elementary but necessary requirements were laid down and all successful applicants must meet them. Except for the blindness, students must be physically fit; they must have at least intelligence enough to take the training, a sincere desire to be independent both economically as well as physically, a natural liking for dogs, and must be able to provide a suitable home for one. Applications are carefully screened and each applicant is closely investigated through correspondence and sometimes through personal interviews. There are no scholastic or educational requirements.

Although there is no inflexible rule with regard to age, most applicants tend to be between 17 and 55. Experience has shown that the training proves too rigorous for older people, while youngsters often lack the maturity and seriousness of purpose necessary to gain full advantage of a dog guide.

Another point, and one of great value in promoting a sense of independence in the blind person, should be mentioned. This is the requirement that students be willing to share in the cost of their dogs. The charges, \$150 for the first dog and \$50 for each replacement, are made not for revenue — they actually represent only a fraction of the total cost — but to give the blind person a financial stake in his own dog, so that with pride — and in truth — he can say, “This is *my* dog!”

If a student is unable to pay what some have called the “first installment on freedom,” arrangements for deferring payment are always made — no one otherwise eligible has ever been turned away for lack of funds.

TEAMWORK

School for dogs

"Training" is the word usually employed to designate a dog's learning process, but for a Seeing Eye dog "education" is more accurate. The dogs must learn not only to respond to instructions quickly and correctly but also to think for themselves, for upon their judgment may depend the life of a human being.

The education of a Seeing Eye dog begins at the age of about 14 months and takes three months to complete, under the tutelage of an expert instructor. The dog spends another four weeks working with her blind master-to-be.

Learning strict obedience to both voice and hand signals is the pupil's first order of business. When the dog has learned the elementary lessons without "breaking" — sitting, lying down, fetching, staying — she goes on to the more advanced work with the harness.

The handle of the harness serves as a kind of two-way private communication system between man and dog. Through it, each interprets the body movements of the other. The dog, for example, must learn to guide the person in her charge safely around an open manhole, say, or to judge the height of an overhead obstruction, telling her master, as it were, to follow her if he is in danger of walking into it.

The final and most difficult phase of training involves intelligent *disobedience*: the instructor may order a dog to go forward when a car is about to round the corner toward them. Instantly, she must judge the car's speed and, if necessary, firmly disobey the command.

Final examinations, conducted with instructors blindfolded, are given under actual street and traffic conditions. No dog is ever declared ready to take up her duties unless she is letter-perfect in every department.



Obedience comes first.



Blindfolded instructor tests dog.



▲ A dog learns about doors.
▼ All obstructions must be avoided.



The Seeing Eye, Inc.

CONDENSED STATEMENT OF GENERAL OPERATIONS Fiscal Year Ended September 30, 1956

GENERAL FUND:

Balance — October 1, 1955		\$1,340,634.88
Operating Income:		
Contributions and Membership Oues	\$ 350,068.89	
Income from Securities — General Fund	62,987.25	
Income from Securities — General Legacies Fund, etc.	180,660.05	
Total Operating Income	593,716.19	
Operating Expenses:		
Oog Costs:		
Salaries — Breeding, Training, etc.	57,270.18	
Other Costs — Board, Food, Veterinary, etc.	63,060.63	
Total Oog Costs	120,330.81	
General Expenses:		
Salaries — Executive and Office	69,201.38	
Salaries — House and Ground Staff	30,714.79	
Food, Laundry, Electricity, Fuel and Water	18,946.30	
Travel (interviewing graduates, applicants and lecturing)	7,856.33	
Construction, Repairs and Equipment	16,802.52	
Maintenance — Automotive Equipment	6,096.56	
National Membership Enrollment	23,373.22	
Printing, Stationery, Postage, Telephone, Legal and Accounting	23,502.72	
Public Relations Counsel	19,000.00	
Salaries — Public Relations Office	8,584.11	
Insurance — Pension Plan, Fire, Liability, etc.	28,450.98	
Taxes	6,694.22	
Miscellaneous	7,709.63	
Total General Expenses	266,932.76	
Total Operating Expenses	387,263.57	
Net Operating Income	206,452.62	
Pension Refunds (Net)	6,150.69	
Loss on Sale of Securities — General Fund	(18.25)	
Total	212,585.06	
Less: Property and Construction	21,943.50	
Net Increment		190,641.56
Balance — September 30, 1956		\$1,531,276.44

CONDENSED STATEMENT OF INCREMENT IN CAPITAL FUNDS Fiscal Year Ended September 30, 1956

CAPITAL FUNDS:

General Legacies Fund:

Balance — October 1, 1955		\$3,894,171.85
Increment:		
Legacies Received	\$ 876,918.14	
Income from Securities	174,316.05	
Loss on Sale of Securities	(2,226.92)	
Total	1,049,007.27	
Less: Income transferred to General Fund	174,316.05	
Marie C. Burnett Fund transferred to Restricted Funds	62,500.00	
Total	236,816.05	
Net Increment		812,191.22
Balance — September 30, 1956		\$4,706,363.07

Restricted Funds:

Balance — October 1, 1955		\$ 250,704.80
Increment:		
Contributions Received	\$ 185,612.26	
Income from Securities	10,560.12	
Total	196,172.38	
Less: Disbursed from Research Fund	61,873.00	
Income transferred to Other Funds	7,091.50	
Total	68,964.50	
Balance	127,207.88	
Add: Marie C. Burnett Fund transferred from General Legacies Fund	62,500.00	
Net Increment		189,707.88
Balance — September 30, 1956		\$ 440,412.68

Security Fund:

Balance — October 1, 1955		\$1,457,508.85
Increment:		
Contributions and Student payments	\$ 9,043.35	
Income from Securities	60,207.43	
Gain on Sale of Securities	187.48	
Total	69,438.26	
Less: Custodian Charges	724.63	
Net Increment		68,713.63
Balance — September 30, 1956		\$1,526,222.48

Security Endowment Fund:

Balance — October 1, 1955		\$ 94,869.29
Increment:		
Income from Securities	2,812.50	
Balance — September 30, 1956		\$ 97,681.79

CONDENSED BALANCE SHEET

As of September 30, 1956

ASSETS:

Cash in Banks and On Hand	\$ 480,229.52
Investments in United States Government Bonds and other Marketable Securities at Book Value (Market Value \$9,414,561.14)	7,821,301.94
Miscellaneous	425.00
Total Assets	\$8,301,956.46

APPLICABLE TO THE FOLLOWING ACCOUNTS:

General Fund	\$1,531,276.44
Capital Funds:	
General Legacies Fund	4,706,363.07
Restricted Funds	440,412.68
Security Fund	1,526,222.48
Security Endowment Fund	97,681.79
Total Funds	\$8,301,956.46

NOTE: Prepared on the cash basis and exclusive of real property, equipment and supplies.**CERTIFICATE OF AUDITORS:**To the Board of Trustees of The Seeing Eye, Inc.
Morristown, New Jersey

We have examined the balance sheet of The Seeing Eye, Inc. as of September 30, 1956 and the related statements of general operations and increment in capital funds for the year then ended. The accounting records are maintained on the basis of cash receipts and disbursements and do not include real property, equipment and supplies. Our examination was made in accordance with generally accepted auditing standards, and accordingly

included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the accompanying balance sheet and statements of general operations and increment in capital funds present fairly on the basis indicated, which is consistent with that of the preceding year, the position of The Seeing Eye, Inc. at September 30, 1956 and the results of operations for the year then ended.

SACK, O'CONNOR & SACK

285 Madison Avenue, New York 17, N. Y.
November 14, 1956

TEAMWORK



Morris S. Frank,
shown with Buddy III.
retired April 1, 1957.

Follow-up

The school's responsibility toward its students does not, of course, end with their departure from Morristown. Once back in their home environments, graduates sometimes encounter unforeseen problems and these have to be ironed out. Last year, under a program of field visits and follow-up interviews by a team composed of an administrative officer and a senior instructor, 17 graduates in the New York City area and 20 in Philadelphia received help. No major problems had developed, but a few graduates had been experiencing minor difficulties in traveling on the subways. The executive vice president also visited 30 or more graduates on the West Coast.

Assigned as "trouble-shooter" in another program, the assistant training director last year made trips to cities as far away from Morristown as Tampa, Florida, to help graduates overcome technical problems. When necessary, graduates return to Morristown for special training sessions which may last anywhere from one day to one week. Forty-five graduates were given assistance under this program last year.

In concluding this section of the report, it is perhaps appropriate to mention a personal development last year that is of interest to everyone connected with The Seeing Eye: after 28 years of service, crossing and recrossing the country many times on field visits to graduates, Morris S. Frank announced his resignation, to take effect April 1, 1957. Seeing Eye graduates will always be grateful to Mr. Frank for his pioneering efforts. The appointment of his successor will be announced this year.



Assistant training director visits graduate to help on technical problems.

BEHIND THE SCENES



No puppies were lost through illness.



Seeing Eye Breeding Farm at Mendham, New Jersey.

Raising dogs

The Seeing Eye, in order to give the best possible service to blind people, must be assured a steady supply of suitable dogs — animals bred for high intelligence, initiative, good temperament, stamina, and proper physique. To help provide that assurance is the function of the Breeding Division, located on a 100-acre farm at Mendham, New Jersey, 12 miles from the school.

Last year, the Division supplied 79 dogs for training, compared with 78 the year before. No puppies were lost through illness, a record that has remained unbroken since the Division was moved to Mendham in 1950, an eloquent testimony to the quality of care which the puppies get. Last year, also, the Breeding Division reached its full physical development and for the first time had no plans for further expansion in the foreseeable future.

The school, however, never rests in its efforts to improve the already high quality of its dogs, and in the pursuit of this objective it ranged far and wide last year, even across the sea to Europe. One of its officers traveled several thousand miles, through Germany and Holland, to bring back two German Shepherds for breeding purposes. In the course of this mission he also visited dog guide schools in both countries; these visits, he reported, were of great value in confirming the soundness of Seeing Eye methods.

Another phase of Breeding Division activities, the 4-H Club program, also continued to yield gratifying results. As usual, carefully selected puppies were “farmed out” to youngsters in 4-H Clubs scattered throughout the northern New Jersey area, to be raised in home surroundings until they were old enough to train. Of the 107 families now cooperating in the program, 85 have raised three or more dogs.



Young dogs in 4-H club home.

Informing people



Through films —



Mail —



and Literature.

Both the public and the graduates, The Seeing Eye feels, must be kept informed of school programs, problems, plans and principles. Through the media of press, radio and television, therefore, the Seeing Eye story was carried to every part of the country — and even across the Pacific, to Japan, where a feature story on Seeing Eye veterinary services was requested by a newspaper chain.

Also, the Seeing Eye film was made available for showing to the members of 75 organizations throughout the country.

A recurring problem — how to prevent misuse of the Seeing Eye name — received particular attention last year: letters explaining that only dogs trained at Morristown are Seeing Eye dogs and that there is only one Seeing Eye, were sent to 537 newspapers and 1,354 radio and television stations.

The Seeing Eye “family” — its graduates and others interested in its work — received news through the *Guide*, a quarterly publication distributed to some 25,000 readers across the nation. Also widely distributed last year were an interesting word-and-picture story of school activities, and the leaflet, “Which Blind Persons are Qualified to Use Seeing Eye Dogs?” The latter filled a need long felt by persons working with blind people in other agencies, who are called on to answer many questions on the subject.

Three hundred and fifty-five copies of another publication, “The Newly Blinded,” were sent to physicians, nursing schools, and individuals who come in contact with newly blinded persons. Thanks largely to the estate of May I. Kaufman, funds were made available last year for extensive revision of this booklet and for a new Seeing Eye film, both of which are expected to be issued soon.

Another aspect of Seeing Eye informational activity is the part it is playing in a continuing research project designed to examine various facets of the dog guide movement. This is being conducted by the New York School of Social Work, a division of Columbia University, under a grant from the estate of the late Alfred H. Caspary. The study is expected to produce information of value not only to dog guide organizations but to many other agencies serving blind people as well as to the general public.

The physical plant

Administration of The Seeing Eye is in itself a task of considerable proportions, and its size may be reflected, in part, by a single statistic: an average of 81 meals a day were served in the school dining room last year, a total of 28,564

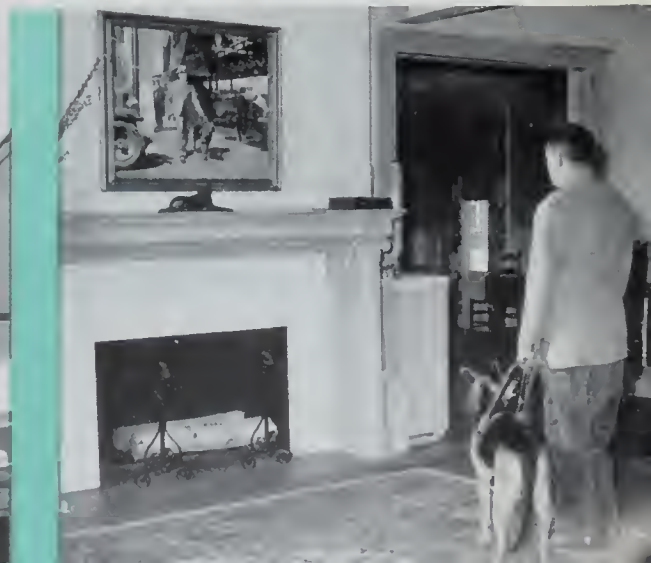
The dining room was air-conditioned last year, and the physical plant was improved in other ways, too. Chief among these was the completion of the garage-and-waiting room in downtown Morristown, placed in service in December. This is a remodeled two-story building with space downstairs for trucks and station wagons and a rest and recreation room on the spacious second floor. Now students and their dogs no longer have to wait uncomfortably in station wagons while other students travel the training course with instructors. A helpful woman attendant is in charge of the waiting room, and a handyman-driver relieves instructors of subsidiary chores, freeing them for the more important matters of training.

Minor improvements in the plant included the acquisition of small television sets for each of the three recreation rooms, accommodating students who miss the familiar programs they enjoyed at home; exterior and interior painting, including the brightening up of the front hall at Headquarters; and removal of subdivisions in the outside dog yards at the Breeding Farm to make them larger.

New garage-waiting room in Morristown.



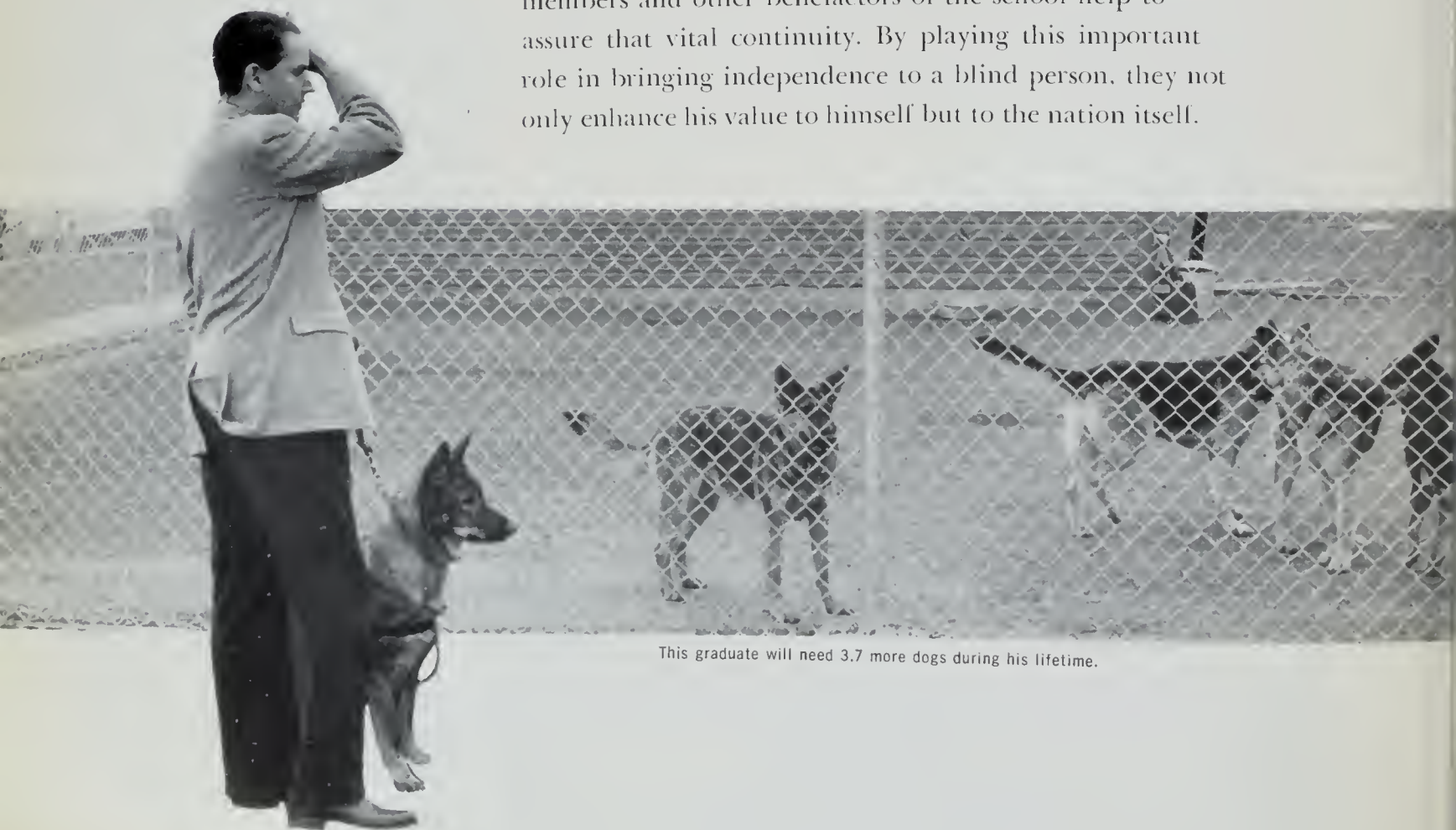
The front hall was redecorated.



THE FUTURE

Actuarial estimates, based on the life expectancy of Seeing Eye dogs and of their owners, indicate that 3.7 replacements will be needed for each of the 1,200 men now working with dog guides. This means, in effect, that The Seeing Eye already has assumed the responsibility of providing nearly 4,500 dog guides to its graduates in the future.

What the future holds for anyone, is, of course, uncertain. What *is* certain, however, is that human beings will continue to have intrinsic worth. And that worth must not be permitted to depreciate. Every means possible must be taken to permit a person who has the desire, to fulfill his own potentialities; to become a fully integrated member of his community. To this end, therefore, The Seeing Eye must continue to function at peak efficiency for many, many years to come, and by their support from year to year, annual members and other benefactors of the school help to assure that vital continuity. By playing this important role in bringing independence to a blind person, they not only enhance his value to himself but to the nation itself.



This graduate will need 3.7 more dogs during his lifetime.

THE SEEING EYE, INC.

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THE SEEING EYE, INC.



Founded in 1929

Morristown, New Jersey